ir Force Flight Test Center

Integrity - Service - Excellence

AFFTC Reengineering History

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1 Aug 02

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Outline

- Case for Action
- Historical Approaches to Reengineering
- Current Change Activities

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Case for Action

- **Influencing Factors**
  - **Acquisition Reform Mandates**
  - **Changing role of Gov't in DT&E**
  - **T&E Competition/Consolidations**
  - **Antiquated Support Systems and Business Practices**
  - **Excess Infrastructure**
  - **Competitive Sourcing & Privatization**
  - **POM Manpower Reductions (2,400 positions)**
  - **Pilot Reductions**

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Case for Action

- **To be Effective and Efficient AFFTC Must:**
  - **Reduce Bureaucracy --- Be Flexible and Responsive**
  - **Avoid Duplication --- Work Together As a Team**
  - **Reduce Time to Execute Test Programs (Cycle Time)**
  - **Provide Timely Information to Support Decisions**
  - **Make Better Use of M&S to Reduce Cost and Risk**
  - **Reduce Total Cost of Operations**

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Pre-99 Approach

- **Internal Reengineering Effort**
  - **Contract only for training**
  - **Train personnel on specific toolkit**
- **Limited funding**
- **“Low-hanging fruit” first (HRD, TPS, PK…)**
- **Develop Process Relationship Map**
- **Launch near simultaneous RE efforts**

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Reengineering Studies

- **Logistics**
  - Reorg and posture for A-76
- **Contracting Services**
  - Establish Acquisition Support Team
  - Mission Area Acq Teams (T&E, I&S, S&T)
- **Training (HRD)**
  - Reduced Training Acquisition Time by 27%
  - Reduced Overhead Costs by 15%
  - Undergoing A-76

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Reengineering Studies

- **Environmental Management**
  - **Enterprise Approach to Data (140 - 8 databases)**
  - **Streamlining of EM Processes**
- **TPS**
  - **Potential 15% Cost reduction**
- **Instrumentation**
  - **Combined Engineering and Logistics Instrumentation**

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Observations

- There is a leader-follower relationship among major processes
- Resources (i.e., people) are scarce
- Some required skills are not readily available internally
- Need to grow a long term in-house capability for Reengineering
- Should capitalize on lessons learned from Col Lamy/ACC experience

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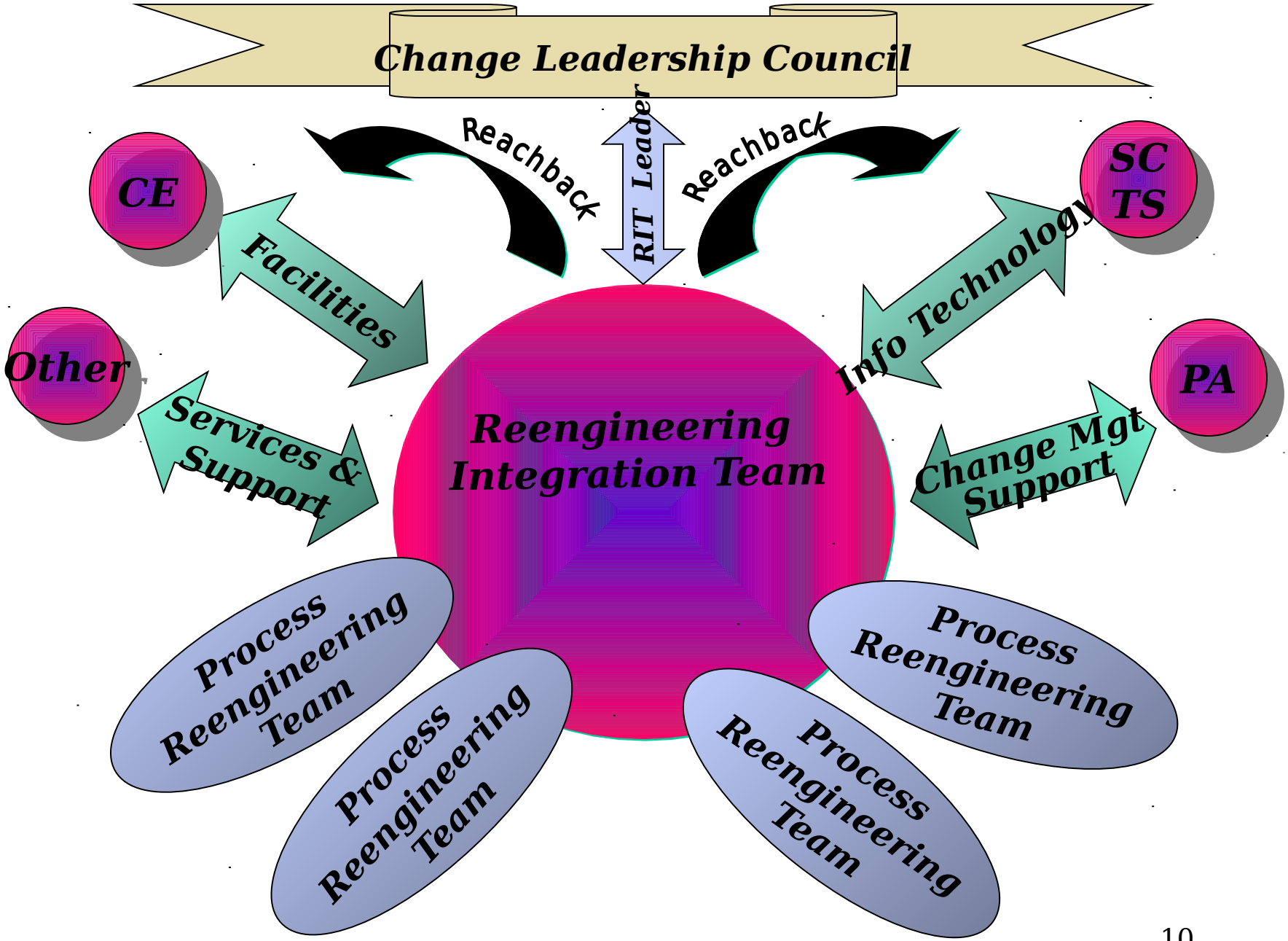
Post-99 Approach

- Phase process reengineering efforts to recognize:
  - Core/strategic role of T&E Order Fulfillment
  - Need to build momentum/expertise
- Build an internal BPR capability at the AFFTC
  - Focus on organizational and management innovation
  - Select and train core BPR experts as part of RIT
- Contract for specialized consulting services
  - BPR expertise/facilitation
  - Change Management
  - Information Technology
- Use BPR consultants (external/internal) to support Process Design Teams


Change Leadership Council
Reachback
RIT Leader
Reachback
CE
Facilities
SC
TS
Info Technology
Other
Services &
Support
Reengineering
Integration Team
PA
Change Mgt
Support
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Corporate Tools and Techniques

- **Casewise Corporate Modeler**
  - **Develop and Document processes**
- **Livelink**
  - **Knowledge Management**
- **Process Management Process**
  - **Documenting and managing our processes**
- **Change Management**
  - **Cultural Assessment Team**

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On-going Reengineering

- Scheduling
- Information Technology
- Manage Projects
- Bid & Proposal
- Manage Business
- Edwards Business System

Other Change Activities

- Combat Wing Reorganization
- T&E Enterprise Concept
- Potential DT/OT Consolidation
- Acquisition Center of Excellence (ACE)

Top Ways To Fail At Reengineering

- Don’t reengineer, but say that you are
- Don’t focus on processes
- Spend vast time analyzing the current situation
- Proceed without strong executive leadership
- Be timid in redesign
- Go directly from concept to implementation
- Reengineer slowly
- Place some aspects of the business off-limits
- Ignore the concerns of your people

The Reengineering Revolution, M. Hammer & S. Sta

Lessons Learned Along the Way

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Key Requirement - Sustained Committed Leader